

**Command Management Review** This is described as a process. However, no process is defined. If it is envisioned this will be a process within the AIS. The process should be created and defined. Response: Accepted; Reworded. See master document

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## Scope

This reference document's purpose is to provide guidance and strategic direction for review of performance measures to determine command operational efficiency, **effectiveness and customer satisfaction**. Response: Accepted The CMR process is applicable to all USACE activities.

The USACE Command Consolidated Guidance (CCG) is published by Headquarters and is normally released during the June/July timeframe. Directors, office chiefs and managers are responsible for review and compliance with performance requirements established in the CCG. The Resource Management Officer or designee is responsible for facilitating quarterly CMR sessions with the Commander and senior/executive staff to assess command performance and mission execution. The performance requirements established in the CCG will be based on earned value management principles. **How do the measures stated in the CCG fit into the Corporate process, i.e. is reporting made easier, is the process at the district level compatible with the CCG measures so that we can get the data without having separate data calls?** Response: **Yes, it is part of our business process/P2 initiative to accomplish this.**

## Distribution

Headquarters (HQUSACE)  
Director/Office Chief/Manager  
Resource Management Office

## Ownership

The BP/P2 Program Office is responsible for ensuring that this document is necessary and that it reflects actual practice.

## Procedure

The CMR is a quarterly review and analysis process used by senior leaders of USACE to assess performance trends of the Corps. The CCG contains USACE directorate performance measurements, to include the functional area, proponent, indicator and evaluation visibility level, source of data, definition, calculation, rating criteria, and governing regulations or law.

HQUSACE creates performance measures for presentation at the CMR that are developed to portray command attainment of corporate objectives. CMR data will be web-enabled and generated automatically and continuously within the AIS for all. (Note: reporting requirements are currently under development.) **Reports and data to support them are defined in the CCG. The AIS must capture this data and provide the reports necessary to portray the data. There is no need to develop reporting requirements.** Response: Sentence deleted in master document. Reports will be an

**extract/rollup of the data necessary to manage a project. This will require HQ to reevaluate CMR/DMR metrics.**

Command performances for critical functional areas are evaluated and assessed in accordance with CCG requirements and rating criteria. All applicable CMR charts will contain assessed ratings of red, amber or green, and a narrative on USACE goals and achievements. The HQUSACE develops the CMR charts within the AIS, allowing subordinate commands to provide comments directly to applicable charts.

The HQUSACE CMR provides HQUSACE Staff principals, commanders and their staffs the ability to address corporate measures of operational performance. These measures are portrayed and compared to depict a Corps-wide status report that identifies areas for improvement and promotes sharing of best practices.